

Project Closure



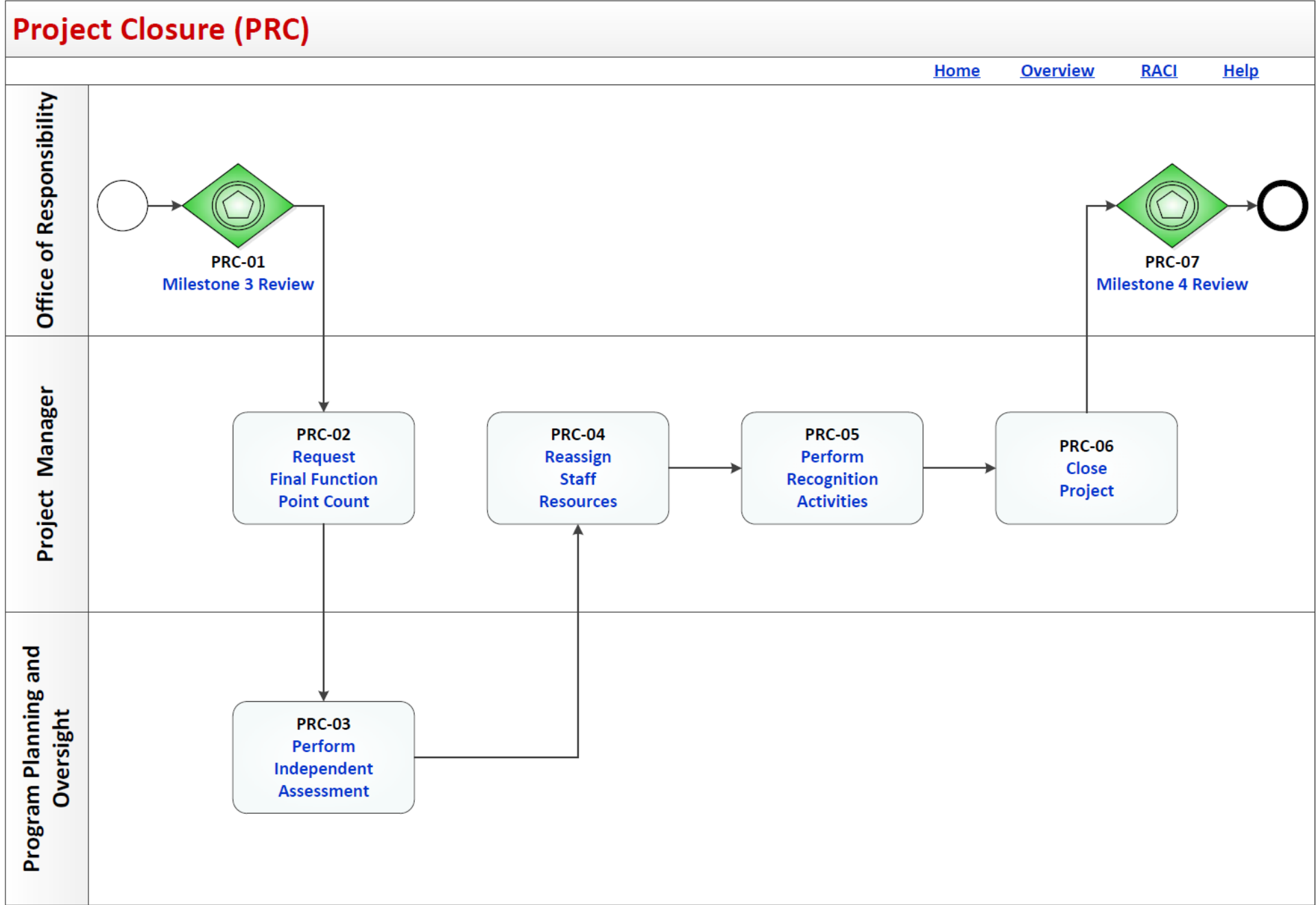
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Project Closure Process Map



Process: Project Closure

Overview: The process map for Project Closure cycles through the following process and review activities:

- PRC-01 Conduct Milestone 3 Review
- PRC-02 Request Final Function Point Count
- PRC-03 Perform Independent Assessment
- PRC-04 Reassign Staff Resources
- PRC-05 Perform Recognition Activities
- PRC-06 Close Project
- PRC-07 Conduct Milestone 4 Review

Project Closure Description and Goals

Description

Project Closure is the process by which projects come to an end. A project that has been stopped and will not be re-started is placed in a Closed-Stopped state. A project that has successfully met its intended scope is placed in a Closed-Completed state. Prior to closure, a project must close out the contracts and release all resources.

Goals

Perform Recognition Activities

Release Resources for Reassignment

Close the Project officially

Project Closure RACI Information

The following describes the RACI information for this process:

PRC-01 Conduct Milestone 3 Review

Responsible Role: Office of Responsibility

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

PRC-02 Request Final Function Point Count

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

PRC-03 Perform Independent Assessment

Responsible Role: Program Planning and Oversight Analyst

Accountable Role: Director, Program Planning and Oversight

Consulted Role: None Listed

Informed Role: None Listed

PRC-04 Reassign Staff Resources

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: Program Planning and Oversight Analyst

Informed Role: Director, Program Planning and Oversight; Office of Responsibility

PRC-05 Perform Recognition Activities

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

PRC-06 Close Project

Responsible Role: Project Manager

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

PRC-07 Conduct Milestone 4 Review

Responsible Role: Office of Responsibility

Accountable Role: Program Manager

Consulted Role: None Listed

Informed Role: None Listed

Project Closure Associated Artifacts Information

Associated Artifacts information (including hyperlinks) for this process includes:

Configuration Management Plan Template

Independent Assessment Report Template

Individual Recognition Letter Template

PMAS MS4 Review Template

PMAS Resource Assignments Template

Project Close Checklist

Site Recognition Letter Template

Project Closure Tools and Web Sites Information

The Tools and Web Sites associated with this process (including hyperlinks) include:

PMAS Dashboard

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

Resource Management Process

Service Delivery and Engineering Resource Request

Technical Services Project Repository (TSPR)

Work Information Tracking System (WITS)

Project Closure Standards Information

Standards associated with this process (including hyperlinks) include:

Change to Project Management Accountability System (PMAS) Guide V5.0 (VAIQ 7606746)

Project Management Accountability System (PMAS) Guide

Quality Assurance Standard

Scheduling Requirements in VA Primavera

VA Directive 5017, Employee Recognition and Awards

Project Closure Process

Process Activity Name: PRC-01 Conduct Milestone 3 Review

Previous Activities

Process Begins

Next Activities

PRC-02 Request Final Function Point Count

Description

The Office of Responsibility (OOR) is responsible for requesting a Milestone 3 Review at the end of the 'Active' state to ensure a plan and timeline are established for project closeout activities. The OOR coordinates a review of the project materials for a Milestone 3 Review and provides formal notification that all Active Development and Implementation are completed. The OOR Deputy Assistant Secretary/Deputy Chief Information Officer (ADAS/ADCIO) or designee must participate in the Milestone 3 Review. Attendees at the Milestone 3 Review include empowered representatives from Architecture, Strategy and Design (ASD), Office of Information Security (OIS), OOR, OOR Budget Office, Product Development (PD), Service Delivery and Engineering (SDE), and Section 508 Program Office. The OOR ensures the Project Management Accountability System (PMAS) Dashboard and project schedule are updated and indicates the project is ready to enter the 'Closed' state. Milestone 3 Action Items and Observations inform the Project Manager on areas needing closeout plan or documentation improvements.

Input

Project Close Checklist

Project Management Accountability System (PMAS) Dashboard

Project Schedule

Signed Final Customer Acceptance Form

Output

Completed

Project Close Checklist

MS3 Review Template

Updated PMAS Dashboard

Updated Project Schedule

Associated Artifacts

PMAS MS3 Review Template

Project Close Checklist

Responsible Role

Office of Responsibility

Accountable Role

Program Manager

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

PMAS Dashboard

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

Technical Services Project Repository (TSPR)

Work Information Tracking System (WITS)

Resource Management Process

Service Delivery and Engineering Resource Request

Standards

Change to Project Management Accountability System (PMAS) Guide V5.0 (VAIQ 7606746)

Project Management Accountability System (PMAS) Guide

Quality Assurance Standard

Scheduling Requirements in VA Primavera

VA Directive 5017, Employee Recognition and Awards

More Info

Projects that have been in the Active state for 24 months must receive a Continuation Review by the OOR. Send Milestone 3 Review requests to email address: VAPMASReviews@va.gov.

The PMAS Dashboard landing page is open to all users in the VA network. For technical support regarding the PMAS Dashboard, select the link in the area titled "I'm Looking for Site Help" and select the link "Submit Help Desk Support Ticket". For general questions or inquiries regarding the PMAS Dashboard, submit an email to VA PMAS Business Office. The PMAS Dashboard is updated when reportable information or conditions change. Each project/increment is updated at least monthly until closed.

Process Activity Name: PRC-02 Request Final Function Point Count**Previous Activities**

PRC-01 Conduct Milestone 3 Review

Next Activities

PRC-03 Perform Independent Assessment

Description

The Project Manager requests the final function point count by sending an email to the Project Estimation Support Team by email to VAOITOEDPPCProjectEstimationSupport@va.gov.

Input

Product Documentation

Output

Final Function Point Count Email Request

Associated Artifacts

None Listed

Responsible Role

Project Manager

Accountable Role

Program Manager

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

PMAS Dashboard

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

Resource Management Process

Service Delivery and Engineering Resource Request

Technical Services Project Repository (TSPR)

Work Information Tracking System (WITS)

Standards

Change to Project Management Accountability System (PMAS) Guide V5.0 (VAIQ 7606746)

Project Management Accountability System (PMAS) Guide

Quality Assurance Standard

Scheduling Requirements in VA Primavera

VA Directive 5017, Employee Recognition and Awards

More Info

None Listed

Process Activity Name: PRC-03 Perform Independent Assessment

Previous Activities

PRC-02 Request Final Function Point Count

Next Activities

PRC-04 Reassign Staff Resources

Description

The Project Manager requests an independent assessment from Program Planning and Oversight (PP&O) to gather and report project performance metrics. The request is submitted to the mail group VA OIT PD PPO Project Estimation Support. Using the project's information as documented in the project schedule and the Technical Services Project Repository (TSPR), the PP&O Analyst performs data analysis on the project performance and creates the Independent Assessment Report. This report is submitted back to the Project Manager to incorporate in the Post Implementation Review report.

Input

Quad Chart

Output

Independent Assessment Report

Associated Artifacts

Independent Assessment Report Template

Responsible Role

Program Planning and Oversight Analyst

Accountable Role

Director, Program Planning and Oversight

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

Technical Services Project Repository (TSPR)

Standards

None Listed

More Info

None Listed

Process Activity Name: PRC-04 Reassign Staff Resources

Previous Activities

PRC-03 Perform Independent Assessment

Next Activities

PRC-05 Perform Recognition Activities

Description

The appropriate office of responsibility is responsible for applying sufficient staff as identified in the project and increment plans, with the appropriate skills, to enable successful execution of the project or increment. This is defined in the Budget Operating Plan.

The Project Manager, to obtain government staff, must:

- Develop a specific resource list of government staff by competency needed for desktop to data center including management, development, testing, operations, security, and sustainment
- Notify Integrated Project Team (IPT) members of needed staff by competency. IPT members are then responsible for coordinating with the leadership within their competency office for required personnel

Input

Project Management Plan

Output

PMAS Resource Assignments

Associated Artifacts

PMAS Resource Assignments Template

Responsible Role

Project Manager

Accountable Role

Program Manager

Consulted Role

Program Planning and Oversight Analyst

Informed Role

Director, Program Planning and Oversight; Office of Responsibility

Tools and Websites

Project Management Accountability System Project Documentation

Work Information Tracking System (WITS)

Resource Management Process

Service Delivery and Engineering Resource Request

Standards

Change to Project Management Accountability System (PMAS) Guide V5.0 (VAIQ 7606746)

Project Management Accountability System (PMAS) Guide

More Info

Resource requests are reviewed and prioritized. The assignment turnaround time varies.

The Product Development Implementation Manager is consulted when the project scope includes new applications or major enhancements and upgrades to existing systems.

The Service Delivery and Engineering Implementation Manager is consulted when the project scope includes hardware, network or infrastructure changes/upgrades, routine enhancements and upgrades to existing systems, and/or maintenance.

Process Activity Name: PRC-05 Perform Recognition Activities

Previous Activities

PRC-04 Reassign Staff Resources

Next Activities

PRC-06 Close Project

Description

Using the information provided in VA Directive 5017 - Employee Recognition and Awards, the Project Manager acknowledges those individuals, groups and sites who worked diligently for successful project completion.

The Project Manager collaborates with Product Development, Independent Test and Evaluation, Enterprise System Engineering, Product Support, Regional and Site Management to determine suitable recognition activities for project planning, project development, testing, release, evaluation sites, implementation teams, production sites, and product support who worked diligently to ensure success.

Input

Completed Site and Individual Nomination Forms

Project Management Plan

Output

Individual Recognition Letter

Site Recognition Letter

Associated Artifacts

Individual Recognition Letter Template

Site Recognition Letter Template

Responsible Role

Project Manager

Accountable Role

Program Manager

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

None Listed

Standards

VA Directive 5017, Employee Recognition and Awards

More Info

None Listed

Process Activity Name: PRC-06 Close Project**Previous Activities**

PRC-05 Perform Recognition Activities

Next Activities

PRC-07 Conduct Milestone 4 Review

Description

The Project Manager closes the project. The final closing activities include:

- Archive the project artifacts, data, and quality records
- Close all Change Requests
- Close the project data bases, i.e., development, test, Primavera Project Management for activities related to project schedule, Technical Services Project Repository (TSPR), etc.
- Close out Project Contracts
- Complete Product Documentation
- Ensure all materials are under Configuration Management control
- Deactivate Enterprise Project Structure
- Prepare Milestone 4 Review Presentation

Input

Non-pay Asset Allocation

PMAS Dashboard

Product Documentation

Project Artifact Summary Guide

Project Contracts

Project Schedule

Staff Allocation

Output

PMAS MS4 Review

Project Close Checklist

Updated Non-pay Asset Allocation

Updated PMAS Dashboard

Updated Project Schedule

Updated Staff Allocation

Associated Artifacts

Project Close Checklist

PMAS MS4 Review Template

Responsible Role

Project Manager

Accountable Role

Program Manager

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

PMAS Dashboard

Technical Services Project Repository (TSPR)

Primavera P6 Enterprise Portfolio Project Management (P6 EPPM), Progress Reporter

Standards

Scheduling Requirements in VA Primavera

More Info

The PMAS Dashboard landing page is open to all users in the VA network. For technical support regarding the PMAS Dashboard, select the link in the area titled "I'm Looking for Site Help" and select the link "Submit Help Desk Support Ticket". For general questions or inquiries regarding

the PMAS Dashboard, submit an email to VA PMAS Business Office. The PMAS Dashboard is updated when reportable information or conditions change. Each project/increment is updated at least monthly until closed.

Process Activity Name: PRC-07 Conduct Milestone 4 Review

Previous Activities

PRC-06 Close Project

Next Activities

Process Ends

Description

The Office of Responsibility is responsible for requesting a Milestone 4 Review of the project materials for closeout. The review ensures that the project has completed all post development closeout activities in the 'Closed' state and updated project information. Attendees at the Milestone 4 Review include empowered representatives from Architecture, Strategy and Design (ASD), Office of Information Security (OIS), OOR, OOR Budget Office, Product Development (PD), Service Delivery and Engineering (SDE), and the Section 508 Program Office. The Milestone 4 Review ensures that the project is ready to end all activities. At the end of the Milestone 4 Review, the project is in a 'Closed-Completed' state.

Input

PMAS MS4 Review Presentation

Non-pay Asset Allocation

Project Close Checklist

Staff Allocation

Output

Updated Non-pay Asset Allocation

Updated PMAS Dashboard

Updated Staff Allocation

Associated Artifacts

PMAS MS4 Review Template

Responsible Role

Office of Responsibility

Accountable Role

Program Manager

Consulted Role

None Listed

Informed Role

None Listed

Tools and Websites

PMAS Dashboard

Standards

Change to Project Management Accountability System (PMAS) Guide V5.0 (VAIQ 7606746)

Project Management Accountability System (PMAS) Guide

More Info

The Milestone 4 Review occurs no later than 30 days after the Milestone 3 Review. An exception to the 30-day rule can be made for large or complex projects.

The PMAS Dashboard landing page is open to all users in the VA network. For technical support regarding the PMAS Dashboard, select the link in the area titled "I'm Looking for Site Help" and select the link "Submit Help Desk Support Ticket". For general questions or inquiries regarding the PMAS Dashboard, submit an email to VA PMAS Business Office. The PMAS Dashboard is updated when reportable information or conditions change. Each project/increment is updated at least monthly until closed.

END OF PROCESS